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ABSTRACT

The emerging field of participatory design is devoted to involving end users of a new technology in the design of that technology. This paper presents a case study of the participatory design of educational software and discusses guidelines derived from federally-funded formal research on participatory design projects. The case study involved the introduction of new computer technology (a newspaper editorial system) into the curriculum of a Boston public high school English department, which previously had no computer technology available in the classroom. In order to adapt the editor-writer model for the classroom, the editorial system needed to be customized. Customizations fell into three categories: information flow, security, and usability. While the design team included both teachers and engineers, the design effort was lead by a former English teacher turned computer scientist. This "translator" enabled the teachers to participate in the customization process by mediating between their language and workplace conventions and those of the software engineers. The formal retrospective study examined this project as well as another project that involved introducing new technology into the classroom. Guidelines for future participatory design projects were derived from interviews of the project participants, which included teachers, administrators, university researchers, and corporations. (Contains 15 references.) (AEF)

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Participatory Design of Educational Software

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Abstract

This paper looks at the problem of giving public school teachers a real voice in the design of educational software. We believe that the solution will be found in the emerging field of participatory design, which seeks techniques for involving workers in the design of new technology that will change the way they do their jobs. We present a case study and describe our federally-funded research project on participatory software design with teachers.

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Introduction

At a recent panel discussion about enabling users to participate in software design (Williams, Begg, Kuhn, Richardson, & Suchman, 1993) a member of the audience responded to a description of the difficulty of enabling computer-illiterate schoolteachers to participate in the design of instructional software by demanding, "What are the teachers doing about it?! What initiative are they taking?!" We believe that teachers carry a double burden — not only the all-to-common disregard of computer professionals for the users of their software, but also the all-to-common failure of the general public to acknowledge that teachers have many of the same workplace issues as other workers.

In this paper, we look at public school teachers as workers and at the public school as their workplace. We consider teachers to be the arbiters of curriculum. Thus, we view as crucial the task of learning how to give teachers, especially those who are not computer-literate, a real voice in the design or customization of the software they will use on the job — that is, in the classroom. We believe the answer to giving teachers that real voice will be found in the emerging field of participatory design.

Participatory design is devoted to involving the end users of a new technology (such as new software) in the design of that technology — especially in cases where the technology will change the way the workers do their jobs (Schuler & Namioka, 1993). The underlying philosophy of participatory design is that it is at best arrogant and at worst impossible for outsiders to predict what impact a new technology will have on someone's work and workplace. Participatory software design differs from traditional approaches to collaborative software design in that it seeks to give workers a direct voice in design, rather than to have a computer professional speak on their behalf. In particular, it seeks to secure workers' participation beginning with the earliest stages of design, well before the formative evaluation of software or prototypes developed by engineers. Researchers are studying how to involve workers as diverse as nurses (Bjerknes & Bratteteig, 1987), architects (Peng, 1992), and software engineers (Muller, 1991) in the design of new technology. Little participatory design work, other than our own, has focused on teachers (Williams, 1993; Williams & Begg, 1992; Williams & Begg, 1993a; Williams & Begg, 1993b).

Clement and Van den Besselaar took a retrospective look at participatory design projects (Clement & van den Besselaar, 1993). Their survey included projects that took place in a variety of countries and a variety of workplace settings. They observe that the five most important ingredients in a participatory design project are these: (1) workers must have access to information that is relevant to the project; (2) it must be possible for the workers to take an independent position on the problems; (3) workers must participate in the process of decision making; (4) participatory development methods must be available for use by the participants; (5) there must be organizational and technical flexibility, not an expectation that the participants will adhere strictly to a pre-determined organizational model or technology. In our experience, the third and fourth of these ingredients are the most crucial in the workplace of the public school teacher.

Workers must participate in the process of decision making. In many parts of the country, including Massachusetts, public school faculties have shrunk because of budget cuts and changing enrollments. The youngest teachers, the ones most apt to have had computer training, have been laid off. The remaining teachers, in many cases, have little or no familiarity with computers. For example, in the case study described in the next section, only two of the teachers we worked with had substantial experience using a computer, and their experience was limited to word-processing. It is as difficult in the teachers' workplace as in any other workplace to achieve true user participation in software design or customization.

Participatory development methods must be available for use by the participants. It is our opinion that the key issue here is translation between users and software developers. The translation involves not only the different terminology used by teachers and software developers, but also the understanding of each other's work and workplace. We have successfully used a former-teacher-turned-computer-scientist as the translator in our projects. The translator understands not only the language used by teachers and by software developers, but also the detailed nature of their work and conventions of their workplaces. The translator can employ participatory design techniques to make sure that there is a meeting of the minds between teachers and software developers.

For general information on participatory design, see (Muller & Kuhn, June 1993; Muller, Kuhn, & Meskill, 1992; Namioka & Schuler, 1990; Schuler & Namioka, 1993). For more information about translation in participatory design, see (Williams & Begg, 1992; Williams & Begg, 1993a; Williams & Begg, 1993b).

The next section presents a case study of the participatory design of educational software. It is followed by a discussion of the conclusions drawn from the case study and a description of our federally-funded research project for the formal study of the participatory design of educational software.

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Case study

This case study concerns the introduction of new computer technology (a newspaper editorial system) into the curriculum of a public-school English department, which previously had no computer technology available in the classroom. The customization of the new software was an exercise in participatory design.

An editorial system is a hardware and software network used by reporters and editors at a newspaper. It is designed especially for creating, sharing, and editing newspaper articles. An editorial system is highly customized for writing and editing, and for collaboration between writers and editors. The newsroom staff create the content of articles, but are not responsible for the appearance of the final page. Thus, an editorial system provides basic text-formatting capabilities, such as bold and italic, and does not include a page layout facility.

The hardware and software for a 22-seat editorial system were donated by Atex Publishing Systems (Billerica, MA, USA) for this project. The editorial system has been installed in the public high school of a middle-class suburb of Boston. The school has 10 English teachers and an enrollment of 900 students in grades nine through twelve. The editorial system has been customized for teaching and learning, and is currently in its second semester of use at the high school. To our knowledge, this project is the first to customize a commercial newspaper editorial system for instructional use in the high school classroom.

The editorial system's hardware consists of 22 terminals (a mixture of Atex terminals and IBM PC's), Atex proprietary keyboards, which are highly customized for writers and have dedicated or programmable keys for many word-processing functions; a customized Digital Equipment Corporation minicomputer; and a laser printer. The software is Atex's basic editorial system, used worldwide by newspaper writers and editors. The software offers traditional word-processing capabilities, nearly all of which are available via special keys on the keyboard. It also offers features for cooperative work by writers and editors. These features include electronic mail, file sharing, and red-lining.

Each sophomore and junior English class uses the editorial system lab, instead of a traditional classroom, for one out of four terms. Thus, the lab is used by a total of 450 students per year. All of the English department's 10 teachers chose to be trained to use the editorial system.

The premise of the project is that the interaction between teachers and students in the writing classroom can mimic in may ways the interaction between editors and writers at a newspaper. However, a classroom is a different workplace from a newsroom. In particular, the flow of information in the classroom is different from the flow of information in a newsroom. In order to adapt the editor-writer model for the classroom, the editorial system needed to be customized. The types of customizations that were made are discussed below.

Participatory design of customizations to the editorial system. The teachers were experts in teaching writing, not in using computers. Understandably, none of the teachers knew enough about hardware or software to direct the customization of the editorial system or even to carry on useful dialogues with the software engineers. They had neither the skills to evaluate the existing capabilities of the editorial system nor the skills to tell the software engineers what customizations they needed. They were unfamiliar with basic computer-ese, such as "file," "directory," "username," and "electronic mail." They did not have the skills to look at differences in workflow in a paper-based vs. a computer-based classroom. Moreover, they were given no release time to learn about computers or to work on the customizations.

The engineers, on the other hand, were experienced in tailoring editorial systems for specific newspaper sites. They were knowledgeable about the editorial system and about workflow in a newsroom. They were used to newspaper jargon. (In fact, a lot of that jargon had been incorporated into the editorial system. Where a teacher would "throw away a paper" and a computer person would "delete a file," a newspaper person would "spike a story," a metaphor for the traditional metal spike on which papers to be discarded could be impaled. In the editorial system, a file is deleted by sending it to the "spike queue.") The engineers' language was a mixture of computer talk and newspaper talk, while the teachers spoke the language of writing instruction.

Having spent time in the classroom as students, the engineers had general assumptions about what teachers do, but were not aware of specific activities and conventions of the workplace. (A trivial example of their unfamiliarity with life in the high school classroom was their suggestion to use "stud" as an abbreviation for "student" in naming some computer accounts.) Their job was to perform customizations, but they had neither sufficient time nor sufficient knowledge of the teachers' workplace to lead the design of those customizations.

While the design team included both the teachers and the engineers, the design effort was lead by a university researcher who was a former English teacher turned computer scientist. This "translator" enabled the high school teachers to participate in the customization process by translating between their language and workplace conventions and those of the software engineers. The translation process had these steps: work with the teachers to develop a description of writing-

related activities currently used in their paper-based classrooms, including workflow and paperflow; determine how these activities could be carried out and extended, based on the existing and potential capabilities of the editorial system; figure out the implications of the computer-based versions of these activities on information flow, security, and usability; teach the teachers, in their own language and in terms of classroom activities, about features that would extend their writing-instruction activities, in order to enable them to decide if they wanted the extensions; translate the descriptions of the activities from the language and workplace conventions of the teachers to the language and conventions of the engineers; and work with the engineers to specify the customizations to the editorial system.

The customizations fall into three categories: information flow, security, and usability. They address issues such as how to support the teaching of process writing, how to discourage plagiarism, and how to help students have easy access to the materials they need to have at hand. An example of each follows.

In a typical newsroom, there is only one current version of a "story." Either the editor has it or the writer has it. When one of them sends the story to the other, the story disappears entirely from the sender's workspace and now appears only in the recipient's workspace. Earlier versions of the story are stored in an archive and are rarely retrieved. By contrast, in an English classroom where process writing is taught, students are expected to maintain a library of the various drafts of an essay. When a student submits a draft to the teacher, the student should retain all earlier versions, as well as a copy of the current version, in his or her workspace. The versioning capabilities of the editorial system were customized to reflect these differences between the newsroom and the classroom. When a student submits a paper to the teacher electronically, a new version number is automatically assigned, and all drafts are archived in the student's own workspace.

The Atex engineers tell us that plagiarism is not a major issue within the newsroom. Consequently, the editorial system permits writers to have access to stories in each other's workspaces. In addition, old versions of stories are stored in a public archive and can be retrieved by any writer or editor. Plagiarism is, unfortunately, a concern in the writing classroom. The editorial system was customized to remove the temptation for plagiarism. A student is given access only to his or her own files and to certain public files made available by the system manager or the teacher. Moreover, the public archive of previous versions of essays was eliminated. All drafts of a student's essays are kept in the student's own workspace; students do not have access to each other's workspaces. (It is a basic feature of the editorial system that a document that is mailed from one user to another carries the creator's name with it in a system-maintained header.)

In the paper-based classroom, the teacher hands out a variety of department guidelines, such as the guidelines for acceptable manuscript form, the late work policy, and the glossary of correction symbols. Students are required to have these documents at hand during class. The on-line help facility of the editorial system was customized to include these guidelines. From the main help menu, students can go directly to any of these official department documents, thus obviating the need for each student to carry the documents to class.

We have not yet conducted a formal study of the effectiveness of the editorial system for teaching and learning writing. For now, we can report only anecdotal evidence of the success of this project. The teachers report the usual motivational value of successfully integrating computers into the curriculum, in particular that students enter the lab and get right to work rather than chatting with their classmates, that non-attending students start attending class, and that students who appear passive in the traditional classroom are actively engaged by the computers.

In addition, the teachers report that students are giving greater attention to the writing task. The teachers are besieged with questions about style, organization, and usage. Moreover, the teachers report that the comments that they embed in a student's electronic essay are taken more seriously than comments written in the margins of an essay submitted on paper. They say that students are more apt to perform the revisions that the teacher requests. A couple of the teachers had previously watched students use Apple computers, and had observed how the students were consumed by the joys of using various fonts, type sizes, and special effects for making their text look dramatic. With the editorial system, they report that the students are focused on making the writing good, not on making it gorgeous.

As with many other efforts to computerize the writing classroom, including the majority of those described in (Wresch, 1991), the editorial system is being used to carry out traditional classroom activities that have been moved from chalkboard or paper to the computer. The teachers are gradually learning to exploit the editorial system's capabilities for collaborative work, through the sharing of electronic documents and messages, the use of redlining, etc.

Discussion

Customization of software for the classroom can be labor-intensive. The process of customizing the editorial system for use in the secondary English classroom required the resources of our university, of Atex Publishing Systems, and of the public school system. Those resources continue to be brought to bear for further curriculum development, hardware and software maintenance, and system management.

A member of the university research team served as the translator who lead the design of customizations. Atex provided engineers to install the editorial system and to perform the customizations, as well as a trainer to teach the teachers how to use the editorial system. The public school system bore the costs of site preparation, including the installation of a security system, and provided a summer workshop for revising the writing curriculum. The teachers have devoted countless hours to learning to use and to teach with the editorial system.

It is our opinion, based on comparison with another of our projects (Williams, Theriault, Stowe, & Canning, 1992), for which general-purpose hardware and software were used, that customization of special-purpose hardware and software poses different challenges. Because special-purpose commercial hardware and software, such as the editorial system, embody a way of doing work, they must be carefully tailored to the teachers' workplace and to the teachers' way of doing work.

The design team needs to include someone with the skills and resources to translate between the teachers and the engineers. The translator was vital to the customization of the editorial system, since the teachers and engineers did not have knowledge of the each other's work and workplace, and did not have sufficient resources to develop such knowledge. The translator was accepted by both teachers and engineers as somebody who spoke their language and who knew how their work responsibilities were being affected by the project. We believe that studying the contribution made by the translator will reveal additional techniques for empowering teachers to participate in software design.

Formal study of participatory design with teachers

With support from the U.S. Department of Education, we have embarked on a formal retrospective study of two of our projects that introduced new technologies into the classroom (the editorial-system-in-the-classroom project described above and the Revitalizing High School Computer Science project described in (Williams, Theriault, Stowe, & Canning, 1992). The goal of the retrospective study is to formulate a set of guidelines for the participants in future projects. These participants include not only teachers, but administrators, corporations, and university researchers, as well.

The retrospective study involves formal interviews with the teachers who participated in the projects (both those who championed the projects and those who did not); administrators at the school and school-system levels; corporate personnel who worked on the projects (including upper management, technical staff, trainers, and maintenance staff); and university personnel.

The guidelines for teachers focus on contributions that they can make to the design process without knowing a lot about computers. In our experience, teachers who are unfamiliar with computers feel inadequate for the design task, until they are guided to describe their classroom activities in their own language and in terms of their own workplace conventions. The guidelines should help teachers develop realistic expectations about their time commitments for the project. The guidelines treat teachers as the authorities on curriculum.

The guidelines for administrators focus on the ways administrators can provide support for teachers who are learning new technologies, participating in their customization, and teaching an innovative curriculum for the first time. In addition, the guidelines focus on the financial obligations that a school district can expect to incur, even with a "free" donation, and on the school district's interactions with university researchers and corporations.

The guidelines for university researchers focus on techniques for involving teachers in participatory design and on the development and management of a project of this type. They focus on the parts of the project that neither teachers nor corporate representatives may be able to do: translate between the teachers and the engineers. They also stress the importance of finding committed teachers who can champion innovative programs within their schools.

The guidelines for industry representatives focus on the obligation that must accompany a corporate donation of hardware and software. Even with the involvement of a university team, a corporation must expect to include installation, training, customization, and maintenance in their donation. Moreover, the corporation must schedule their personnel to spend time in participatory design sessions with the teachers and researchers. The guidelines explicitly address a problem that we have observed repeatedly: software engineers assume they know what goes on in a public school classroom, but they do not; as a result, they may make inappropriate design decisions.

The guidelines will be used in a new project, in which an innovative mathematics curriculum will be introduced into an inner-city school. Data will be collected both by observation during the design process and by surveying and interviewing participants after the design process. Moreover, the design documents (both those we provide and others devised during the design process) will be studied. The guidelines will be revised to reflect the lessons learned from the mathematics project, and will then be distributed to interested schools, universities, and corporations.

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Summary

Participatory design is an important new approach to the development and customization of instructional software. Certainly, some teachers are capable of developing their own software and some off-the-shelf educational software can be incorporated into a given school's curriculum without customization. In our experience, many innovative uses of computers in the classroom are exceptions to these rules. For the use of computer technology in the classroom to move successfully in new directions, teachers as well as computer professionals must have a real voice in the design of that technology and in its incorporation into curriculum.

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We are grateful to Atex Publishing Systems, Inc. for their contributions to this project and their enthusiasm for making it happen. We would like to express our admiration for the teachers we have worked with for their courage in embracing the editorial system as a new teaching tool and for their determination to incorporate it effectively into their curriculum.

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